Tender No. KWS/ EOI / USAID/01/2018-2019

GUIDELINES FOR INTERNATIONAL EXPRESSION OF INTEREST

DESIGN, SUPPLY, IMPLEMENTATION, TESTING AND COMMISSIONING OF A REVENUE COLLECTION AND MANAGEMENT SYSTEM IN KWS SELECTED NATIONAL PARKS AND RESERVES

CLOSING DATE AND TIME:
29th AUGUST 2018 AT 12.00NOON

Kenya Wildlife Service, Headquarters
PO Box 40241- 00100, Nairobi, Kenya

Email:
hps@kws.go.ke

Website:
www.kws.go.ke
## TABLE OF CONTENTS

**EXPRESSION OF INTEREST** .................................................................................................................. 2

**INTRODUCTION** .................................................................................................................................. 4

1.0 **FORMAT AND REQUIREMENTS FOR COMPLETION OF EOI** .................................................. 5

   1.1 Mandatory Documents .................................................................................................................. 5

   1.2 Corporate Documentation (5mks) ................................................................................................. 6

   1.3 Brief description of proposed system ............................................................................................ 6

   1.4 Similar Related Projects ................................................................................................................ 7

   1.5 Technical Staff .............................................................................................................................. 7

   1.6 Evidence of Financial capability .................................................................................................. 7

   1.7 System Demonstration .................................................................................................................. 7

2.0 **CRITERIA FOR EVALUATION** .................................................................................................... 8

3.0 **ADDITIONAL INSTRUCTIONS** .................................................................................................. 8

4.0 **APENDICES** ................................................................................................................................... 9

   CV FORMAT .................................................................................................................................... 9

   REFERENCES ..................................................................................................................................... 10

   KWS BUSINESS QUESTIONAIRE FORM ....................................................................................... 11

   DECLARATION FORM ....................................................................................................................... 16
Kenya wildlife Service (KWS) has received funding from the USAID under the Kenya Wildlife Protection and Conservation Programme and plans to undertake purchase for the design, supply, implementation, testing and commissioning of an electronic revenue collection system in ten (10) selected National Parks and Reserves. The system is expected to be flexible to changes in technology, customer needs, robust and easy to integrate with other existing systems within the organization and must resonate with our customer needs as well as function as a Fully Integrated online System.

1. KWS intends to implement an electronic revenue collection and revenue management system in selected National Parks and Reserves.

2. The Kenya Wildlife Service now invites sealed expression of interest documents from eligible bidders for DESIGN, SUPPLY, IMPLEMENTATION, TESTING AND COMMISSIONING OF A REVENUE COLLECTION AND MANAGEMENT SYSTEM IN KWS SELECTED NATIONAL PARKS AND RESERVES.

3. A complete set of the EOI tender documents may be obtained by downloading free of charge from The KWS website www.kws.go.ke/downloads - tenders section with the supplier giving information shown in the tender documents before the deadline for submission of tenders.

4. Candidates MUST prove that they qualify to participate in public procurement by providing copies of the following Mandatory documents:

   i. Certificate of Incorporation.
   ii. Valid Tax Compliance Certificate
   iii. Certified audited accounts for latest three (3) years (FY 2015, 2016 and 2017) or certified bank statement for the last thirty six (36) months.
iv. Certified Current CR 12 from registrar of companies or a copy of business registration certificate for sole proprietorship or the equivalent document for partnerships that clearly indicates the ownership of the companies. (certified by commissioner of oaths and not older than six months)

v. Fully filled business questionnaire

vi. A declaration that the tenderer will not engage in any corrupt or fraudulent practice.

vii. A declaration that the tenderer or his or her sub-contractors are not debarred from participating in procurement proceedings.

viii. The EOI document must be sequentially paginated, including all attachments.

ix. Minimum of five (5) Government based client sites where vendor has implemented a revenue collection & management system within Kenya.

x. Proof of vendor accreditation certificate/ registration.

xi. Relevant certification of the proposed project team (project management, developers, testers, hardware – as relevant to this project)

xii. At least five (5) after sales contracts (SLA) for at least three (3) years with public institutions of similar or larger size to KWS

xiii. Bidders are expected to attend a COMPULSORY pre-bid meeting at 10.00am KWS HEADQUARTERS on the 22/08/2018 to familiarize themselves with the project expectations before submitting their expression of interest. This will be at the bidders own cost

Bidders must submit all the above documents.

Complete EOI documents in plain sealed envelopes clearly marked; EXPRESSION OF INTEREST, KWS/EOI/USAID/01/2018-2019/, DESIGN, SUPPLY, IMPLEMENTATION, TESTING AND COMMISSIONING OF A REVENUE COLLECTION AND MANAGEMENT SYSTEM IN KWS SELECTED NATIONAL PARKS AND RESERVES Should be addressed to the Director General, Kenya Wildlife Service, P.O. BOX 40241-00100, NAIROBI 00100 and deposited in the Tender Box at the Reception on or before 29/8/ 2018 at 12.00 noon.

Submitted bids will be opened immediately thereafter in the presence of bidders who choose to attend.

DIRECTOR GENERAL
INTRODUCTION
The Kenya Wildlife Service (KWS) conserves and manages wildlife for the Kenyan people and the world. It is a state corporation established by an Act of Parliament Cap 376, now repealed by Wildlife Conservation Management Act (2013), with the mandate to conserve and manage wildlife in Kenya, and to enforce related laws and regulations. KWS undertakes conservation and management of wildlife resources across all protected areas in collaboration with stakeholders. It is our goal to work with others to conserve, protect and sustainably manage wildlife resources, with the mandate to conserve and manage wildlife in Kenya, and to enforce related laws and regulations.

Background
Kenya Wildlife Service is a state corporation that conserves and manages wildlife and habitats throughout the country. It oversees the management of 27 terrestrial and marine parks, 34 terrestrial and marine reserves together with four sanctuaries. Through Kenya wildlife protection and conservation program (KWPCP) USAID funded program. The service intends to purchase a revenue collection and management system.

Our vision and mission statement are:-

Vision Statement
"Save the last great species and places on earth for humanity"

Mission Statement
“To sustainably conserve, manage and enhance Kenya’s wildlife, its habitats and provide a wide range of public uses in collaboration with stakeholders for posterity”

Currently KWS serves various categories of visitors to the National Parks and Reserves using an electronic system called Safaricard . The visitors are categorized as follows:
- East African Citizens
- Residents
- Non residents
- Visitor Groups ,companies and others

The proposed system is expected to, but not limited to the following key features:
- Vendor should have physical local presence in Kenya.
- Be flexible to changes in technology
- Be online and offline d able to work in remote environments within KWS Parks.
- Have the capability to integrate with existing KWS financial system among others.
- Customer focused solution
- Ability to collect from other revenue streams such as licensing, leasing, accommodation booking etc.
- Have a loyalty management system as part of the solution
- Have a management dashboard and reporting tool
- Be inclusive of relevant ICT infrastructure eg, Card readers, computers, servers etc.
- User friendly to customers in and KWS staff for enforcement and revenue collection.
Cashless and secure online portal
Have direct integration to KWS bank accounts.
Web based system accessible using role based security configuration login.
Compliance with global international system security standards.
Inbuilt customer data analytics.
Have CBK authority to host a trust account

Bidders will be required to do a live demo to showcase how their proposed system works.

Scope of Work

The project will be managed jointly by KWS and the appointed developer who will conduct the following tasks:
  a) Provide detailed activity plan (calendar of events)
  b) Design, supply, implement and commission the system in consultation with KWS ICT Department.
  c) Integration of the proposed solution with existing systems within KWS e.g. Financial system
  d) Train KWS staff responsible for operating the system.
  e) Offer comprehensive support and maintenance of the system upon completion
  f) Include computer infrastructure, local network where determined, and equipment required for the solution to work
  g) Advice and implement security strategies for the solution using latest technologies

1.0 FORMAT AND REQUIREMENTS FOR COMPLETION OF EOI

1.1 Mandatory Documents

   i. Certificate of Incorporation.
   ii. Valid Tax Compliance Certificate
   iii. Certified audited accounts for latest three (3) years (FY 2015, 2016 and 2017) or certified bank statement for the last thirty six (36) months.
   iv. Certified Current CR 12 from registrar of companies or a copy of business registration certificate for sole proprietorship or the equivalent document for partnerships that clearly indicates the ownership of the companies (certified by commissioner of oaths and not older than six months.
   v. The business MUST have been in operation for 5 years or more from the date of this EOI
   vi. Fully filled business questionnaire
   vii. A declaration that the tenderer will not engage in any corrupt or fraudulent practice.
   viii. A declaration that the tenderer or his or her sub-contractors are not debarred from participating in procurement proceedings.
   ix. The EOI document must be sequentially paginated, including all attachments.
   x. Minimum of five (5) Government clients (i.e ministries, parastatals, counties, state agencies etc) sites where vendor has implemented a revenue collection & management system within Kenya.
   xi. ICT Authority (ICTA) vendor accreditation certificate/ registration (as per Ministry of ICT Government ICT standards 2016)
xii. Relevant certifications of the proposed project team (project management, developers, testers, hardware – as relevant to this project)

xiii. At least five (5) after sales contracts for at least three (3) years with public institutions of similar or larger size to KWS

xiv. Bidders are expected to attend a COMPULSORY pre-bid meeting at the KWS HEADQUARTERS VET HALL on the 22/08/2018 at 10:00am to familiarize themselves with the project expectations before submitting their expression of interest. This will be at the bidders own cost

NB:
- KWS will undertake due diligence to ascertain the facts of the feedback presented by Bidders.
- Failure to submit any of the above will result in disqualification.

1.2 Corporate Documentation (5mks)
Proponents are expected to submit information that addresses items contained in the table below:

<table>
<thead>
<tr>
<th>ITEM</th>
<th>EXPECTED INFORMATION</th>
<th>REQUIRED FORMAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.1 Bidder Corporate Details</td>
<td>Corporate Profile (5mks)</td>
<td>State whether the firm is a Limited Liability, Sole proprietorship or Partnership Provide a Short narrative of origin, development, mission and values of the company.</td>
</tr>
</tbody>
</table>

1.3 Brief description of proposed system (25mks)
Bidders will be expected to provide a brief narrative of their proposed systems

<table>
<thead>
<tr>
<th>ITEM</th>
<th>EXPECTED INFORMATION</th>
<th>REQUIRED FORMAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3.1 Design and development of the system</td>
<td>Proposed design overview: sketch an overview of the system components and how they function (25mks)</td>
<td>Narrative indicating Components of the system Project plan Data migration plan Training and knowledge transfer plan Copy of Service Level Agreement template document Backup recovery plans in the event of system failure. Prospective developers are required to supply KWS with illustrative sketches and documentation of the overview of the proposed recovery plans for the system.</td>
</tr>
</tbody>
</table>
1.4 Similar Related Projects (20Mks)

<table>
<thead>
<tr>
<th>ITEM</th>
<th>EXPECTED INFORMATION</th>
<th>REQUIRED FORMAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.4.1 Experience in similar work of developing electronic revenue management &amp; collection systems</td>
<td>Bidder to give reference sites of five Government of Kenya clients where they have implemented a revenue collection &amp; management system in the form specified in Appendix. Adequate demonstration of experience in development of electronic revenue collection and management systems in reputable client locations. A satisfactory track record will be advantageous. (20mks)</td>
<td>Short narrative stating Name and Location of similar projects developed in last five (5) years or more if firm has been in existence for more than 5 years. –(10mk) Value of project /size of companies that the bidder developed similar systems/ contacts of clients – (10mk)</td>
</tr>
</tbody>
</table>

1.5 Technical Staff (10Mks)

<table>
<thead>
<tr>
<th>ITEM</th>
<th>EXPECTED INFORMATION</th>
<th>REQUIRED FORMAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Project staff</td>
<td>Qualification and technical expertise of key personnel in the firm (10mks) PM – (3mks) Tech – (7Mks)</td>
<td>Professional qualified software developer certification, Database administrator certification, Project management certification, among other relevant skills of good repute with five (5) years or more experience. See Appendix Format of submission of CVs</td>
</tr>
</tbody>
</table>

1.6 Evidence of Financial capability (10Mks)

<table>
<thead>
<tr>
<th>ITEM</th>
<th>EXPECTED INFORMATION</th>
<th>REQUIRED FORMAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.6.1 Financial documentation</td>
<td>Contact details of at least one of its bankers (3mks) Financial capability (7Mks)</td>
<td>Contact details (3mks), Demonstrate financial capability through documentary evidence of Cash, Cash equivalents and Bank statements for the last three years eg audited accounts, bank statements etc (7mks).</td>
</tr>
</tbody>
</table>

1.7 System Demonstration (30Mks)

<table>
<thead>
<tr>
<th>ITEM</th>
<th>EXPECTED INFORMATION</th>
<th>REQUIRED FORMAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>System demonstration from prototype/ demo model</td>
<td>Live demo of how the system will work, this will need to be an interactive demo with relevant equipment, software demo etc in place.</td>
<td>The demo must include: • Power point Presentation showing overview and processes (10mks) • Actual system demo (20Mks)</td>
</tr>
</tbody>
</table>
2.0 CRITERIA FOR EVALUATION

Expression of Interest will be evaluated on their responsiveness to the above requirements based on the following criteria:

<table>
<thead>
<tr>
<th>Item</th>
<th>Particulars</th>
<th>Maximum Score/ Points (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Mandatory Documents</td>
<td>Go or No Go</td>
</tr>
<tr>
<td>2.2</td>
<td>Corporate Documentation</td>
<td>5</td>
</tr>
<tr>
<td>2.3</td>
<td>Brief description of proposed system</td>
<td>25</td>
</tr>
<tr>
<td>2.4</td>
<td>Similar or related Projects</td>
<td>20</td>
</tr>
<tr>
<td>2.5</td>
<td>Technical Staff qualifications</td>
<td>10</td>
</tr>
<tr>
<td>2.6</td>
<td>Evidence of Financial Stability</td>
<td>10</td>
</tr>
<tr>
<td>2.7</td>
<td>Solution Presentation (Demonstration)</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Expressions of Interest scoring of eighty per cent (80%) or 80 points, shall be pre-qualified and invited to submit both technical and financial proposal.

3.0 ADDITIONAL INSTRUCTIONS

All responses should be typed and their numbering to correspond with that set out in the format (section 2) Please include all attachments as required in the format for expression of Interest.

Pre-qualified bidders will be required to submit detailed technical and financial proposal(s) for the work in a format of solicitation documents to be provided.

*(turn page for Appendix)*
## CV FORMAT

<table>
<thead>
<tr>
<th>Name of Firm:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Staff:</td>
<td></td>
</tr>
<tr>
<td>Years with Firm/Entity:</td>
<td>Nationality</td>
</tr>
<tr>
<td>Detailed Tasks Assigned:</td>
<td></td>
</tr>
<tr>
<td>Key Qualifications/experience:</td>
<td></td>
</tr>
</tbody>
</table>

### Education:
- Institution:  
- Year:  
- Course:  

### Employment Record:

### Summary of relevant Experience:

### Language proficiency:

<table>
<thead>
<tr>
<th>Language</th>
<th>Speaking</th>
<th>Reading</th>
<th>Writing</th>
</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kiswahili</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Certification:

I, the undersigned, certify that these data correctly describes my qualifications, experience, and confirms my availability to the firm for the proposed project should we be awarded the tender.

[Signature of staff member] Date:

[Signature of authorized representative of the firm] Date:

Full Name of Staff Member:  

Full Name of authorized representative:
REFERENCES
These are for revenue system based projects that the bidder has been involved in implementing:

<table>
<thead>
<tr>
<th>Client Name</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Country client is based</td>
<td></td>
</tr>
<tr>
<td>Client contact details &amp; contact person</td>
<td></td>
</tr>
<tr>
<td>Relevant project description</td>
<td></td>
</tr>
<tr>
<td>Date of implementation</td>
<td>Value of project</td>
</tr>
<tr>
<td>Bidders Project manager</td>
<td></td>
</tr>
<tr>
<td>Team members involved in project</td>
<td></td>
</tr>
<tr>
<td>Time taken to deliver project</td>
<td></td>
</tr>
<tr>
<td>Challenges faced in project (if any)</td>
<td></td>
</tr>
<tr>
<td>Is the project complete</td>
<td>(Yes/ No)</td>
</tr>
<tr>
<td>Bidder representative</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>signature</td>
</tr>
</tbody>
</table>
Name of the firm …………………………………………………………………………..

The information provided in this form will enable Kenya Wildlife Service to assess your eligibility to participate in the tendering process and your competence in supplying the goods and services in the tender. Kenya Wildlife Service shall verify the information provided and candidates should note that submission of false information will lead to automatic disqualification.

A: GENERAL INFORMATION:

1.1 Business Name: …..................................................................................................Date of registration of business
............................................................................................................................

1.2 Indicate the form of Business:

(a) Sole Proprietor.............(b) Partnership..........(b) Company.........................

1.3 What businesses are you licensed to operate? .................................................................

1.4 Postal Address ........................................

Tel No ...................................................

Fax: ..........................................................

Cell Phone...........................................

Email ....................................................

Web page..............................................

1.5 Location of business premises:

Street/Road..........................Building and Floor...................................................Plot No ..............

Is the premises Permanent/Temporary?.................................. Residential/Office/shop/warehouse?...................
1.6 Current Trade License No ………………………………….. ……. Expiring date …………

1.7 Who are your Principal Bankers ……………………………………………. Branch ………………………………..

Details of business registration: Please complete the relevant section.

Part 1.8 (a) – Sole Proprietor

Your name in full …………………………………………………………………….. ……

Are you a Kenya Citizen?……………………………………………………………

If not, what is your Nationality ………………………………………………………

Part 1.8(b) – Partnership/Registered company

Country of incorporation………………………………………………Date………………

<table>
<thead>
<tr>
<th>NAME OF PARTNERS/SHARE HOLDERS</th>
<th>NATIONALITY</th>
<th>CITIZENSHIP</th>
<th>OWNERSHIP (SHARES)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B: ELIGIBILITY:

2.2 Have you or your principals been subject of legal proceedings for insolvency, Bankruptcy, receivership or your business activities suspended for related reasons?………………………………if yes, when?

…………………………………………[If yes, You must present legal documentary evidence that you are cleared and your business is now solvent].

2.3 Have you fulfilled your obligations to pay taxes and social security contributions for the last three years?

Yes….No……….
2.4 Are you or your servants or agents subject of legal proceedings for corrupt or unethical business practice or offered any inducement to any procurement entity so that you can be considered for award of a tender?
Yes…....No……..  

2.5 Is the firm making this application or any of its directors been debarred or suspended from participating in public procurement or have any Procurement Entity initiated proceedings of that nature against the firm or one of its Directors, for any reason whatsoever? Yes……..No…………  

C: CAPABILITY AND COMPETENCE TO DELIVER GOODS OR SERVICE:  

2.6 What products/service do you want to be considered  
for..................................................................................................................  

2.7 How many employees do you have? ........How many are Permanent? ..........How many are Temporary?.............  

2.8 What is the country of origin for those goods or services?.................................................................  

2.9 Are you a manufacturer/wholesaler/retailer/other (please specify)..........................................................  

(a) If you are a manufacturer or a service organization, are your products certified by the Kenya Bureau of Standards or are you affiliated to a recognized accrediting body? Yes.....No……..[Please attach documentary evidence of the current certification].  

(b) If you are not a manufacturer, are you an authorized dealer? Yes.....No……..please attach documentary evidence of the authority from the manufacturer]  

2.10 Who are your major customers/clients and what is their telephone contact?  

<table>
<thead>
<tr>
<th></th>
<th>NAME OF ORGANIZATION</th>
<th>VALUE OF BUSINESS</th>
<th>CONTACT PERSON</th>
<th>TEL NO</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.11 (a) To what extent is your firm e-enabled with your suppliers and clients and how do you intend to carry out business with KWS……………………………………………………………………………..

(b) What is your average response time to a request for quotation/RFP?

(b) What is your average response time to delivery of goods/services after issuance of LPO?

2.12 What is the Maximum value of business which you can handle at any one time:
Kshs……………………………………..

2.13 If your firm is pre-qualified and awarded the tender to supply goods or services, will you abide by the agreed delivery period, quality and price as per given specifications by Kenya Wildlife Service? Yes …………No………..?

D: PAST AND CURRENT PERFORMANCE AND EXPERIENCE

2.14 Is this firm or its directors in any way associated with any other firm that is currently conducting business with or have applied to be considered for pre-qualification or any other tender in Kenya Wildlife Service? If yes, please provide the name(s) of those firm(s), their address, their nature of business and indicate the relationship with the company making this application.

<table>
<thead>
<tr>
<th>Name of Firm</th>
<th>Address</th>
<th>Nature of Business</th>
<th>Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.15 Is the firm making this application currently or in previous periods been contracted to supply goods or services to Kenya Wildlife Service? Yes………..No……….. If yes, please indicate hereunder the financial year, the goods or services that you supplied and their total value.

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Goods or service supplied</th>
<th>Total value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.16 Have you at any one time been issued with a Purchase Order by the Kenya Wildlife Service and failed to deliver the goods or service without assigning any reason for your action? Yes……..No………..

2.17 Have you at any one time been requested to quote for supply of goods and services and failed to return the quotation without assigning any reason for your action? Yes……..No………..

2.18 If you are a current or previous period supplier of goods or service to Kenya Wildlife Service, have you at any one time been issued with a letter of cancellation of LPO for failure to supply goods within the agreed time or for supplying inferior goods not within the specifications? Yes……………………No………………

2.19 I …………………………………………….the applicant or the authorized person to make this application on behalf of [name of company]…does hereby declare that the information provided is true and correct.
DECLARATION FORM

Declaration Form For Non Corrupt Practices & Non-Debarrement

Date: ………………

To:
DIRECTOR GENERAL
KENYA WILDLIFE SERVICE
P. O. BOX 40241-00100
NAIROBI

The Bidder (name and address)…………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………